



SUSTAINABILITY AND IMPACT REPORT

A&M GROUP 2025

CONTENTS

FOREWORD	3
SUSTAINABILITY AS STRATEGIC VALUE CREATION	4
MISSION & VISION	6
STRATEGY	7
FROM SUSTAINABLE OFFICE TO CIRCULAR HEADQUARTERS	8
WHO WE ARE	10
WHAT WE DO	12
HOW WE DO IT	28
WHY WE DO IT	29
OUR SUSTAINABILITY AND IMPACT THEMES	30
HIGHLIGHTS 2025	32
SUSTAINABILITY AND IMPACT GOALS 2026	69



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CORPORATE VIDEO HERE**



SUSTAINABLE BUSINESS OPERATIONS



SAFE WORKING ENVIRONMENT



IMPACT AND AMBITIONS



SOCIAL ENGAGEMENT

A NEW GENERATION AT THE HELM

Last year, our fathers looked back on 22 years of entrepreneurship. With vision, courage and Rotterdam pragmatism, they built the foundations of the A&M Group and helped transform the business from a scrap yard into a forward-looking circular enterprise. In 2025, we, the second generation, completed our first full calendar year at the helm.

Since 2003, those foundations have grown strong: six strategic locations, a solid operating model, robust certifications and a clear mission: Every resource counts. Over the past year, that foundation has given us focus in a world that is becoming increasingly complex. Geopolitical tensions, the growing scarcity of critical materials and stricter laws and regulations make our role more relevant than ever.

For us, 2025 was a year of taking responsibility and building further. We continued to invest in compliance, quality control and transparent reporting. Governance, safety and sustainability are not just themes on paper; they are embedded in our day-to-day operations. At the same time, we created room for innovation, collaboration and further growth across our different entities.

What stayed with us most this year is the importance of culture. The values passed on to us by our fathers – care, commitment and sharing success – continue to guide us. A family business is not defined by ownership alone, but by attitude. It means investing in people, relationships and long-term partnerships.

Through initiatives such as In2Waste, we continue to share knowledge and support our partners in the transition to a circular raw-materials economy. Not because we have to, but because we believe circularity is the only logical way forward. The energy transition, digitalisation and electrification require copper, lithium and other essential materials. Our responsibility is to recover these materials to the highest possible standard, demonstrate their value and bring them back into use.

We look to the future with confidence. We want to keep building an organisation that is economically strong, acts responsibly towards society and is ready for the next step.



On behalf of everyone at A&M, we would like to thank our customers, suppliers, partners and employees for their trust. Together, we form a chain in which every link matters.

We are ready for tomorrow.

SUSTAINABILITY AS STRATEGIC VALUE CREATION

In a world where international supply chains are under pressure and the energy transition is accelerating, securing secondary raw materials is becoming increasingly important. We see this not only as our responsibility, but also as an opportunity to play a leading role.



Sustainability is not a side issue; it is at the heart of who we are. What began as a traditional scrap-processing business has grown into an innovative player in the circular economy. By recovering metals to a high standard and returning them to the market, we contribute directly to the raw materials transition and help reduce dependence on primary extraction.

Sustainable business also helps us reduce risk. ESG regulations are developing rapidly, and by anticipating stricter standards and CO₂ pricing, we are preparing our organisation for the future. Security of supply is also becoming increasingly important. Geopolitical tensions and shortages of primary raw materials are making international supply chains more vulnerable.

By focusing on high-grade recycling, we reduce dependencies and increase strategic autonomy for our customers. At the same time, we strengthen our reputation as a reliable and sustainable partner – a factor that carries increasing weight in tenders and long-term partnerships.

WIN-WIN-WIN: FOR A&M, OUR PARTNERS AND THE PLANET

Sustainability creates tangible value for A&M Recycling. It gives us a competitive advantage in a market where transparency and insight into CO₂ impact are becoming increasingly important. By providing clear insight into CO₂ savings and the origin of materials, we strengthen customer loyalty and build long-term relationships.

Financing, too, is increasingly influenced by ESG performance. Banks and investors are placing greater emphasis on sustainability risks and opportunities when assessing companies. A strong ESG position improves our access to capital and helps our customers and partners qualify for subsidies.

Our sustainable positioning also opens doors to international partnerships, where circular expertise and reliable raw material flows are essential.

Looking ahead to 2030, sustainability is an integral part of how we make decisions. Strategic investments, partnerships and innovations are assessed against their contribution to environmental impact, social value and responsible governance. In this way, we are not only building a future-ready company, but also creating demonstrable value for society.





MISSION

The A&M Group helps reduce the waste of raw materials by connecting knowledge and expertise with practical solutions. Our focus is on creating environmental, social and economic impact.

Through high-quality recycling, data-driven insights and our commitment to inclusive employment, we contribute to a more sustainable and inclusive society.



VISION

The A&M Group aims to be a frontrunner in the national and international metal recycling sector. We do this by continuously investing in process optimisation, automation and advanced reuse and recycling techniques.

We are building a future in which raw materials are kept in use for as long as possible, employment is accessible to all, and the A&M Group sets the standard for sustainable development within the circular economy.

STRATEGY



QUALITY-DRIVEN GROWTH

Investing in knowledge, expertise and automation to strengthen both our processes and our people.



PROCESS OPTIMISATION

Integrating innovative technologies to improve efficiency and enable high-quality recycling.



RESPONSIBLE BUSINESS

Developing data-driven environmental, social and economic impact reports that strengthen transparency and accountability.



BUSINESS DEVELOPMENT

Staying ahead of innovative market developments and entering into strategic partnerships.



STRENGTHENING OUR MARKET POSITION

Building brand awareness and authority through sector analyses, market-focused reports and active contributions to national and international covenants.

FROM SUSTAINABLE OFFICE TO CIRCULAR HEADQUARTERS

'WHAT WE DO IS REFLECTED IN WHERE WE WORK'

The A&M Group's locations tell our story. Last year, the focus was on creating a sustainable office. Since then, our headquarters at Humberweg 7 in the Rotterdam Botlek have developed into a fully fledged circular site. The building has not only been adapted to support our growth; it has also been brought into line with who we are and what we do – both visually and functionally. Formerly an Induserve building, it had already been given a second life through reuse and relocation to our own site. Rather than choosing new construction, we deliberately opted for a circular approach: preserve what is good, improve where needed and avoid waste. Over the past year, we have continued along that path.

GROWING WITHOUT NEW CONSTRUCTION

As the organisation continued to grow, the office space at Montrealweg was no longer sufficient. The move to Humberweg marked an important step: more space, a more efficient layout and a stronger connection between the office, operations and logistics. At the same time, Montrealweg remains an important location for over-the-scale metal purchasing and e-waste activities.

CIRCULARITY – VISIBLE AND APPLICABLE

The refurbishment of the building was once again based on reuse and smart material choices. For example, 150 m³ of sand was used to level the site, sourced from a surplus at another location. By putting existing materials back to use, we reduce waste flows and limit environmental impact. The exterior of the building has also been further developed. Its appearance now reflects A&M's identity more clearly: robust, recognisable and functional. The building is no longer just a workplace; it is a tangible expression of our circular vision.



A BUILDING THAT SHOWS WHO WE ARE

These business premises are not a calling card on paper, but in concrete, steel and reused materials. They show that, for A&M, circularity is not an abstract policy but a daily practice. By using existing resources creatively, we are building a future-proof working environment that grows with the organisation – without consuming unnecessary new raw materials.

In this way, our premises become an extension of our mission: to make sustainable enterprise visible and continue improving.



• Nijmegenstraat
• Rotterdam



• Barendrecht
• site



Humberweg 7
Head office



• Montrealweg
• Botlek



Humberweg 5
A&M Batteries



24 February Opening
Dintelweg site



A&M Belgium

2003

2006

2015

2018

2024

2025

WHO WE ARE

At the A&M Group, we do not see waste as the end of the line, but as a valuable source for a new future. With deep expertise in metal recycling and a clear vision of the circular economy, we support our clients in managing and processing metal material streams. We see these streams not as waste, but as raw materials for new applications.

What we do matters. But how we work and what we stand for matters just as much. That is why the A&M Group works with a clear set of core values: the A&M Group Elements. These values form the foundation of our organisation and guide the way we act towards employees, customers and partners across the value chain.

They shape how we work together, how we take responsibility and how we build a future in which raw materials retain their value.

THE A&M GROUP ELEMENTS



WP – WORK HARD, PLAY HARD

At the A&M Group, we roll up our sleeves. We work hard, honour our commitments and are ready to act when needed. At the same time, we believe in celebrating success together. For us, hard work and enjoyment at work go hand in hand.

GE – GOOD ENOUGH IS NEVER ENOUGH

We don't settle for 'adequate'. Continuous improvement, learning and looking ahead are in our DNA. We work efficiently and thoughtfully, with an eye for quality and at a fair price. Good work does not have to be expensive, provided it is well organised.

EN – ENGAGEMENT

As a family business, we feel responsible for one another and for the world around us. We look out for each other, offer support where needed and attach great value to an open, human working culture. Beyond our own organisation, we show our engagement by supporting social initiatives and playing an active role in society.

CS – CLEAN, ORGANISED AND SAFE

Safety is an absolute prerequisite for us – for employees, customers and visitors alike. Our sites and offices are clean, well organised and professionally maintained. Working in a clean, organised and safe way is the standard across the A&M Group.

CF – CUSTOMER FIRST

We think in solutions and act pragmatically. Whatever the question, we always look for an appropriate and responsible answer. Fast, flexible and reliable – practical, grounded and without fuss.



WHAT WE DO

The A&M Group provides circular solutions for the collection, processing and reuse of materials. Our work focuses on managing material streams safely, efficiently and responsibly across a wide range of sectors. We operate through a clear group structure, with specialised entities that together contribute to a resilient circular value chain. This structure enables us to deliver tailored solutions and to work effectively with partners both within and outside our organisation.

The A&M Group consists of the following entities:



A&M RECYCLING



A&M CIRCULAIR



A&M BATTERIES



A&M IN2WASTE



**A&M CONTAINERS
SR USA**



A&M BELGIUM

FACTS AND FIGURES

In 2025, together at A&M GROUP we:



102
SPECIAL
PROJECTS



17+
COUNTRIES WHERE
WE ARE ACTIVE



702
UNITS
REMOVED



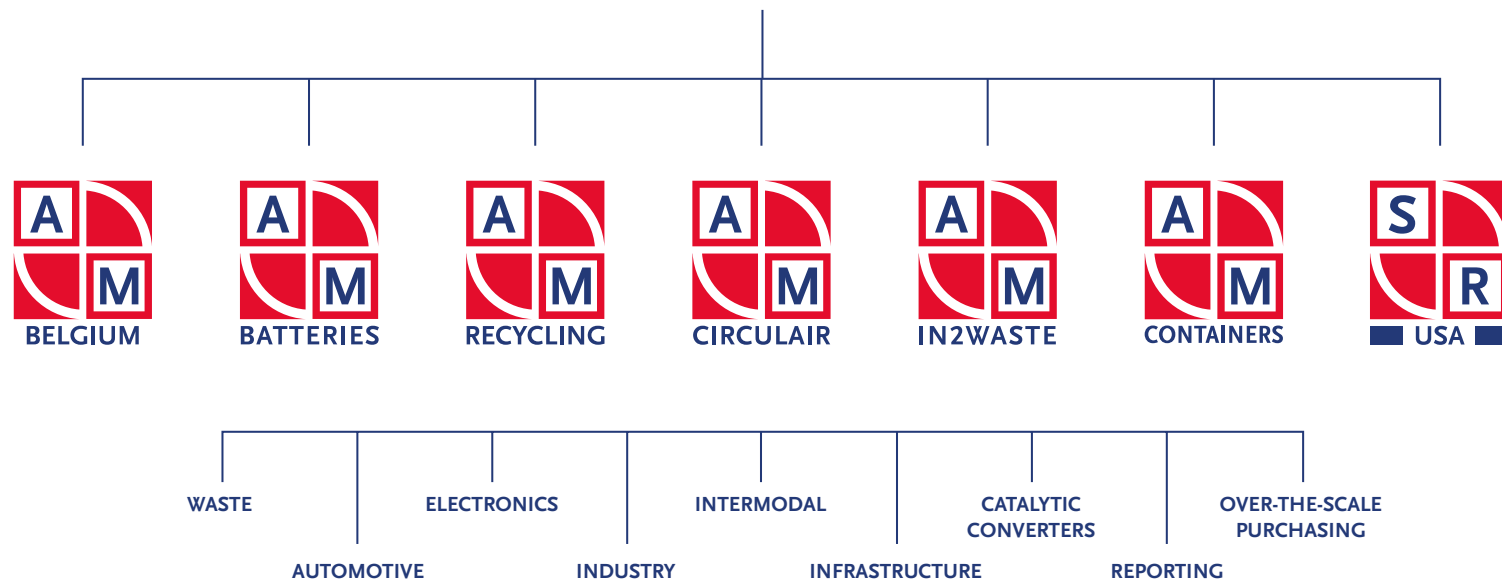
2,000+
BUSINESS
CONTACTS



120+KTON
OF MATERIAL
PROCESSED



15,000+
CONTAINERS
SCRAPPED



A&M RECYCLING

A&M Recycling processes a wide range of material streams, from iron and steel to valuable non-ferrous metals. By combining specialist expertise with modern processing methods, we contribute to the circular economy and help reduce dependence on primary raw materials.

We divide our activities into the following material streams:



COMMERCIAL WASTE

We process both mixed and separated metal-bearing waste streams with one clear goal: to recover as many valuable raw materials as possible. Commercial waste plays a crucial role in sustainable waste management for companies in the Rotterdam region. With A&M Recycling, customers choose a partner that collects commercial waste professionally and efficiently, manages the entire process and helps ensure compliance with applicable laws and regulations.



AUTOMOTIVE

With many years of experience in recycling industrial batteries, such as forklift batteries and emergency power batteries for UPS systems, A&M Recycling has the knowledge and facilities to process these streams safely and responsibly. From collection and intake to transport and recycling, we manage the full process. Thanks to ADR-certified transport and specialised processing methods, batteries are handled with care, with maximum recovery of valuable materials and their return to the circular chain.



E-WASTE

Electronic waste, or e-waste, contains valuable raw materials such as copper, aluminium and other metals. By carefully dismantling and processing discarded equipment, IT hardware and electronic components, these materials can be recovered and returned to use. Using specialised shredders, equipment is processed safely and certified data destruction can be guaranteed. From collection and logistics to processing and recycling, the entire process is handled professionally, with maximum recovery of raw materials and full compliance with applicable laws and regulations.



INFRASTRUCTURE & CONTRACTING

Metals from demolition, renovation and maintenance projects are dismantled, cut to size and removed for further processing and recycling. Installations and objects are removed safely, with maximum recovery of reusable materials. Thanks to nationwide collection using crane trucks and trailers, projects can be carried out efficiently at different locations. All work is performed in accordance with strict safety procedures, including RI&E, TRA, toolbox meetings and LMRA.



CATALYTIC CONVERTERS

We provide specialised processing of catalytic converters, with a focus on the safe collection, analysis and processing of these materials. Through accurate analysis, valuable precious metals such as platinum, palladium and rhodium are efficiently recovered. This keeps scarce raw materials available and suitable for reuse within the industrial value chain.



OVER-THE-SCALE PURCHASING

A&M Recycling is affiliated with the Metal Recycling Federation (MRF), the trade association for recognised metal recycling companies in the Netherlands. At our locations on Montrealweg in Rotterdam and in Barendrecht, scrap iron and metals are received daily from companies and private individuals for further processing and recycling.



INDUSTRY

The A&M Group provides practical and sustainable solutions for industrial challenges within the circular economy. With our knowledge of materials, logistics and processing, we support companies in the responsible removal, reuse and processing of residual material streams. In this way, industrial companies contribute to a more efficient value chain, less waste and a more sustainable approach to raw materials.

BUILDING SUSTAINABLE CHAINS TOGETHER

The partnership between Boskalis and A&M goes back more than ten years. What began with a personal introduction in 2014 has grown into a long-standing partnership. It started with Boskalis' Dutch operations and has since developed into a collaboration with various parts of the Boskalis Group.

In a sector where international projects are complex and strongly operations-driven, reliability is not a luxury but an absolute prerequisite.

“For us, it is essential that agreements are honoured. When we call, we need to be able to rely on everything being arranged safely and to a high standard. That is exactly the service A&M has been providing for years: no hassle, no noise, just doing what has been agreed.”

Within the chain, A&M Recycling plays an important role in collecting and processing waste streams. In the sectors in which Boskalis operates, safety and logistics are crucial. This requires a partner that puts safety first and is able to move with the dynamics of our projects.

“We operate worldwide, but things also have to be perfectly organised at local level. A&M Recycling understands our needs, is service-oriented, communicates clearly and acts quickly when necessary.”

SUSTAINABILITY IN PRACTICE

Boskalis has ambitious sustainability objectives. Authorities and clients are setting increasingly strict requirements in the areas of circularity, CO₂ reduction and social impact. At the same time, practice can be challenging.

“Authorities say things need to become more sustainable, but as soon as you try to organise them sustainably, you can run into restrictions from regulations or budget discussions. At moments like that, you need partners who actively think along with you and stay at the table.”

According to Richard, this is where there is a clear opportunity to further develop the chain: not only by removing residual material streams, but also by looking at opportunities for reuse, including at product level.

“We should not only think in terms of waste streams, but in terms of materials. Could there be an opportunity to develop a circular alternative for certain products? How can we work together around specific streams, for example through refurbished applications? That is where the real impact lies.”

With the establishment of A&M Circulair, A&M is putting that ambition into practice. Where processing was the main focus for many years, the emphasis is now clearly shifting towards high-value reuse, extending product life and closing material chains.

“A&M Circulair shows that you look beyond collection and processing alone. It is about retaining value rather than removing it. That makes you a serious partner in the circular transition.”

LOOKING TO THE FUTURE

For the years ahead, Boskalis sees clear opportunities to deepen the partnership within specific material streams and to develop circular initiatives together with other market players.

“The future lies in collaboration. Not in expanding for the sake of expansion, but in deepening the areas where we can truly make an impact through reuse and circularity.”

Asked to describe A&M in one sentence, Richard is clear:

“Service-oriented and customer-friendly. What is agreed, gets done. That is the strength of A&M Recycling.”

From left to right Richard van Breenen and A&M Infrastructure Director Fabian van Elten.



A&M CIRCULAIR

A&M Circulair focuses on the high-value reuse of materials and products within the circular economy. Through smart logistics, appropriate processing and collaboration within a broad network of customers and suppliers, we prevent waste and extend the service life of materials.

As a guiding principle, we use the widely accepted 10R model, which provides insight into different levels of circularity. The model helps us make conscious choices and move step by step towards higher-value circular solutions.

FOCUS ON REUSE (7)

Within A&M Circulair, the emphasis is on reuse: redeploying products and materials in their existing form. By enabling reuse without extensive processing, we retain the original value of materials and avoid the use of new raw materials. This requires careful selection, quality control and a well-coordinated logistics process.

By putting reuse at the centre, we achieve direct environmental gains, reduce waste streams and contribute to the efficient and sustainable use of raw materials.

The A&M Group also applies other levels of the 10R model, including recycling, repair and refurbishment, depending on the nature and condition of the material. In this way, we work structurally on greater circularity and continuous improvement.

“A&M Circulair shows that you look beyond collection and processing alone. It is about retaining value rather than removing it. That makes you a serious partner in the circular transition.”

Richard van Breenen, Boskalis



A&M IN2WASTE

SMARTER USE AND DESIGN
OF PRODUCTS

A&M CIRCULAIR

EXTENDING THE SERVICE LIFE
OF PRODUCTS AND COMPONENTS

A&M RECYCLING

EFFECTIVE USE
OF RESIDUAL MATERIALS

REFUSE

REDUCE

REDESIGN

REUSE

REPAIR

REFURBISH

**RE-
MANU-
FACTURE**

REPURPOSE

RECYCLE

RECOVER

STEP 1

Preventing
unnecessary use

STEP 2

Reducing the
use of raw
materials

STEP 3

Redesigning
with circularity
in mind

STEP 4

Reusing
products

STEP 5

Repairing
products

STEP 6

Refurbishing
or renovating
products

STEP 7

Using discarded
products or
components in
new products

STEP 8

Using products
for a new
application

STEP 9

Processing
materials

STEP 10

Incineration
with energy
recovery

A&M BATTERIES

After the official launch of A&M Batteries in 2024, activities accelerated significantly in 2025. Following an intensive permitting process, the collection and storage facility has been officially licensed for the storage and handling of lithium-ion batteries since June 2025.

The permit covers a total storage capacity of 230 tonnes. This makes A&M Batteries the largest storage facility for end-of-life lithium batteries in the Netherlands.

COLLECTION AND LOGISTICS SERVICES

In 2025, A&M Batteries further expanded its services for the collection and storage of lithium-ion batteries. Specialised collection packaging was purchased and put into use. For a growing number of clients, A&M Batteries now manages the full chain: from ADR packaging and logistics to collection, storage and transport to specialised processors.

These collection activities build on the A&M Group's nationwide network. By combining them with existing streams for metals, lead-acid batteries and e-waste, logistics can be organised efficiently. Drivers have completed targeted training in the acceptance, collection and safe handling of lithium batteries.

SAFETY AND RISK MANAGEMENT

As volumes and energy density increase, so does the risk profile. Safety is therefore a precondition for all activities. In November 2025, A&M Batteries set up a dedicated incident zone for the safe reception of a damaged Energy Storage System (ESS) weighing approximately 34 tonnes.

In cooperation with the client, and under the supervision of the fire brigade, the regional safety authority, the environmental authority and the Human Environment and Transport Inspectorate, the unit was stored safely. In doing so, A&M Batteries fulfils an important regional role in incidents involving lithium batteries. Several fire crews also visited the site for guided tours and knowledge-sharing sessions.

RECYCLING AND VALUE CHAIN COLLABORATION

Due to the current lack of recycling capacity in the Netherlands, end-of-life lithium-ion batteries are still largely processed in other European countries. In 2025, A&M Batteries obtained two EVOA notifications for processing by specialised recyclers in Germany.

Discussions and preparations for additional notifications are under way with other processors. In this way, we ensure that collected batteries are processed safely and to the highest possible standard, while keeping valuable raw materials available for reuse.

SCALING UP AND REGULATORY DEVELOPMENTS

The volume and diversity of batteries collected by A&M Batteries are increasing rapidly. In addition to conventional lithium-ion batteries, we are seeing a growing share of battery modules, packs and second-life systems. This requires precise acceptance procedures, classification and documentation.

At the same time, battery legislation is evolving rapidly. A&M Batteries is therefore investing in knowledge, systems and processes to safeguard safety, traceability and compliance, while supporting clients in meeting their ESG and CSRD objectives.

OUTLOOK

The energy transition will drive significant growth in both battery use and end-of-life battery volumes. A&M Batteries sees this as a responsibility and is investing in the further expansion of its infrastructure and storage capacity.

Together with WMC/Liminal, concrete steps are also being taken towards establishing a lithium battery recycling facility in the Netherlands. This would shorten the value chain, enhance safety and keep critical raw materials available for reuse within Europe.

PROFESSIONALIZATION & CERTIFICATION

At A&M Batteries, safety and responsibility are central to everything we do. In 2025, the organisation took an important step in its further professionalization by achieving several certifications.

A&M Batteries is certified to ISO 9001 for quality, ISO 14001 for environmental management and ISO 45001 for occupational health and safety. The organisation is also certified under the CSR Performance Ladder – MVO Prestatieladder 4.1, level 3 – which is based on ISO 26000. These certifications demonstrate that the growth of A&M Batteries goes hand in hand with quality, safety and sustainability.



A&M IN2WASTE

A&M In2Waste is the A&M Group's centre of expertise and innovation. It helps translate our own circular ambitions – and those of our clients – into practical solutions. Based on the conviction that everything has value as a raw material, In2Waste supports organisations in developing sustainable and circular solutions. By combining strategic insight with practical tools, In2Waste delivers solutions with measurable results.

- Solving complex circular challenges
- Identifying commercial opportunities
- Connecting new clients and partners to A&M
- Providing reporting and insight
- Sharing knowledge and advice

INNOVATION AND KNOWLEDGE-SHARING

In2Waste is actively involved in various innovation projects in collaboration with companies, government bodies and PhD researchers. Within these partnerships, we research and assess new technologies, processes and circular concepts, with a clear focus on their practical applicability and scalability in business. By connecting science and practice, we stay closely informed about the latest developments and can translate innovative ideas into concrete applications for our clients and partners.

In2Waste also actively encourages knowledge-sharing within the sector. Through our Academy, we regularly organise seminars, workshops and knowledge sessions for customers and schools. These sessions are designed to inspire organisations, share best practices and increase understanding of circular opportunities. In this way, we actively contribute to the further development and professionalisation of the industry.

EXPERTISE AND APPROACH

The In2Waste team specialises in complex circular challenges, recycling processes and raw material issues. We advise clients on projects aimed at closing raw material chains, reducing CO₂ emissions and lowering ecological impact. In doing so, In2Waste also pays close attention to inclusive employment and the creation of sustainable value at both economic and social level. In2Waste plays an important role in tenders for new projects by actively contributing to tender documents.

By involving In2Waste at an early stage, including during the design phase, we can work with our internal teams to develop realistic and well-substantiated plans. During this phase, we identify circular opportunities and sustainability objectives early on. As a result, sustainable solutions are not only ambitious, but also practical and economically viable within the scope of the project.

REPORTING

In2Waste also supports clients in making project results transparent. Through reports and analyses, savings in raw materials, CO₂ reductions and circular performance are made measurable. These insights help clients monitor progress and communicate their sustainable impact clearly and transparently.



A&M CONTAINERS SR USA

The global container industry is at a turning point. For many years, the management of end-of-life (EOL) containers was primarily focused on maximising residual value. Today, the focus is shifting towards ESG performance, geopolitical risk and transparency across the full value chain.

These developments are transforming container processing from an operational necessity into a strategic opportunity.

FROM COMPLIANCE TO COMPETITIVE ADVANTAGE: THE CIRCULAR VALUE CHAIN FOR END-OF-LIFE CONTAINERS

A&M Containers in Europe and SR USA in North America identified this shift at an early stage and have developed an integrated international approach built around circularity, compliance and innovation. Together, both organisations support customers that face increasingly stringent reporting obligations, market expectations and sustainability standards.

STRATEGIC FRAMEWORK: ESG AND GEOPOLITICS DEFINE THE PLAYING FIELD

The container sector is increasingly influenced by ESG requirements, changing raw material markets, trade policy and national regulations. As a result, demand is growing for reliable, transparent and circular solutions for EOL containers. A&M Containers and SR USA respond to this need with a consistent process that combines European and North American expertise. Traceability, value chain management, reliable recycling partners and clear ESG reporting in line with the GHG Protocol are central to this approach.

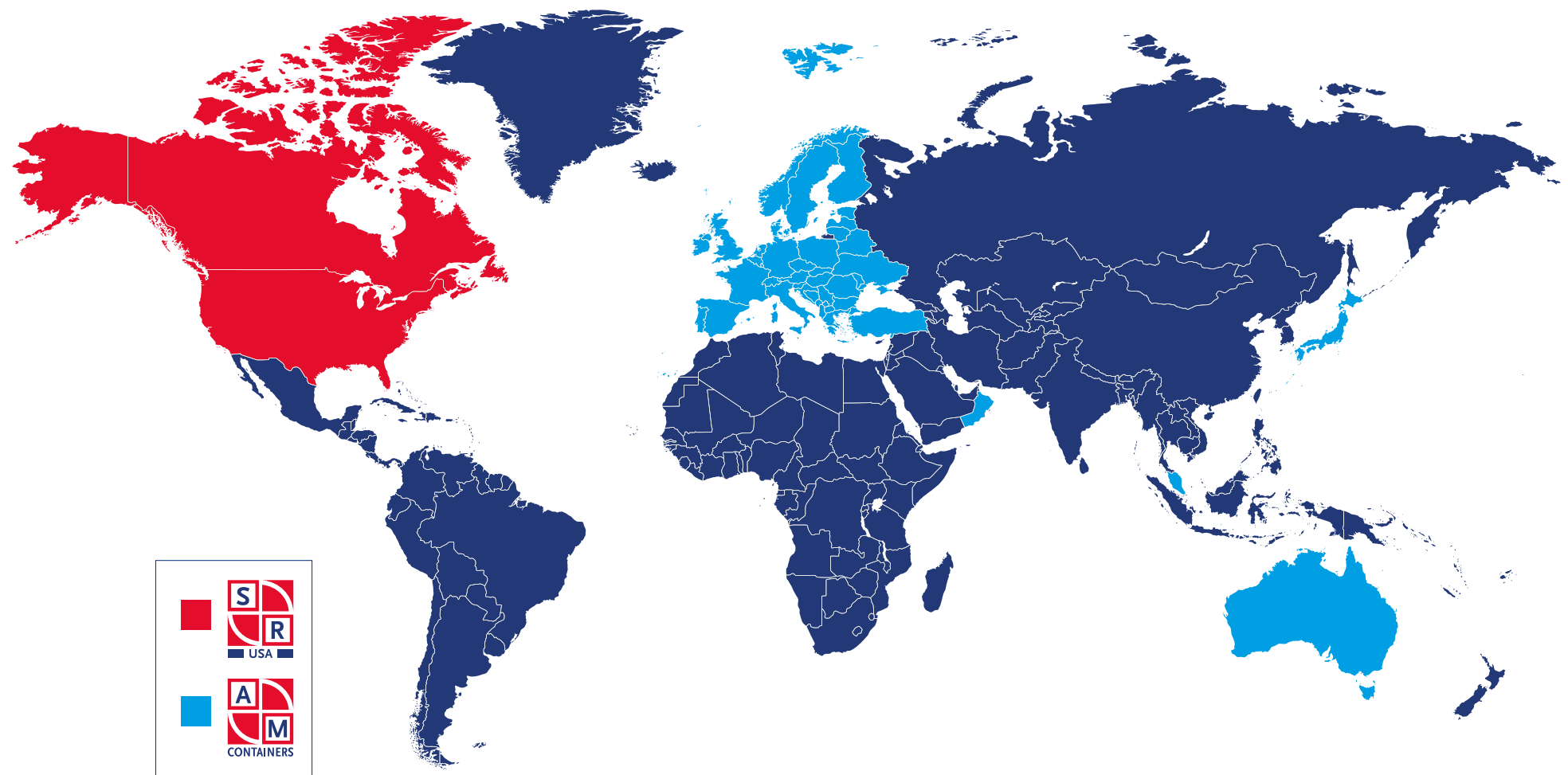
CIRCULARITY AS A DRIVER OF CO₂ REDUCTION AND VALUE CREATION

Recycling steel and aluminium reduces demand for primary raw materials and can deliver substantial Scope 3 emission reductions. A&M Containers and SR USA focus on high-quality material separation, certification of reuse, CO₂ savings methodologies and circular applications.

COMMERCIAL PROPOSITION

- One global standard
- Audit-ready ESG reporting
- End-to-end value chain control
- Cost advantages through data and scale
- Strategic advice

Compliance is no longer the endpoint; it is the starting point. A&M Containers and SR USA combine value chain management with digitalisation, sustainability and strategic insight, making a demonstrable contribution to ESG objectives, risk management and competitiveness.



A&M BELGIUM

A&M Belgium has entered the Belgian market as a new entity within the A&M Group. With this step, A&M is advancing its sustainable growth strategy by building a strong, visible and reliable brand in ferrous and non-ferrous metal recycling. The focus is on long-term cooperation, responsible service and respect for people and the environment.

TWO FOCUS AREAS, ONE SHARED AMBITION

The growth of A&M Belgium has been deliberately built around two complementary focus areas.

DEALERSHIPS AND AUTOMOTIVE WORKSHOPS

Within this segment, the emphasis is on long-term cooperation with garages, dealerships and automotive workshops. Through fast collection, transparent pricing agreements and reliable service, A&M fully supports its partners throughout the process. From car parts and cables to ferrous and non-ferrous metals, all materials are collected efficiently and processed responsibly. This enables companies to focus on their core activities, while A&M ensures the safe and sustainable removal of valuable raw materials.

PROJECT-BASED MARKET

A&M Belgium also focuses on industrial sites, large-scale construction projects and technical companies. These assignments are often characterised by long-term volumes and high visibility on site.

The presence of A&M containers at these locations not only improves the logistical efficiency of collection, but also increases brand visibility within the sector. Together, these two focus areas provide a strong basis for sustainable market development. By combining network growth in the automotive workshop sector with access to industrial projects, A&M Belgium has created a stable growth structure and developed faster than initially expected.

VISIBILITY AS AN ACCELERATOR OF CIRCULARITY

A&M believes that sustainable growth is not built through advertising alone, but above all by consistently honouring agreements and delivering reliable service. Every container placed is more than a logistical solution; it is a visible representation of the organisation.

The containers act as visible links in the circular economy. They make it easy for companies to collect metals separately and contribute to more efficient material flows.

Through consistent branding, fast response times and a high level of service, A&M becomes a natural choice for customers: when it comes to metal recycling, A&M takes care of it. This approach not only supports the growth of the network, but also contributes to better separation of raw materials, higher recycling rates and a more efficient circular value chain. The development of A&M Belgium therefore aligns closely with the sustainability ambitions of the A&M Group.

With A&M Belgium, the organisation is taking a meaningful step in cross-border sustainable growth and strengthening its position as a reliable partner in the circular economy of Northwestern Europe.

OUTLOOK

The initial results show that there is significant room for further growth in Belgium. The positive development of A&M Belgium provides a strong foundation for the years ahead.

The ambition for 2026 is clear: when companies in Belgium think of ferrous or non-ferrous metal recycling, A&M should be the first name that comes to mind.

With A&M Belgium, the organisation is therefore taking a meaningful step in cross-border, sustainable growth and strengthening its position as a reliable partner in the circular economy of north-western Europe.



HOW WE DO IT

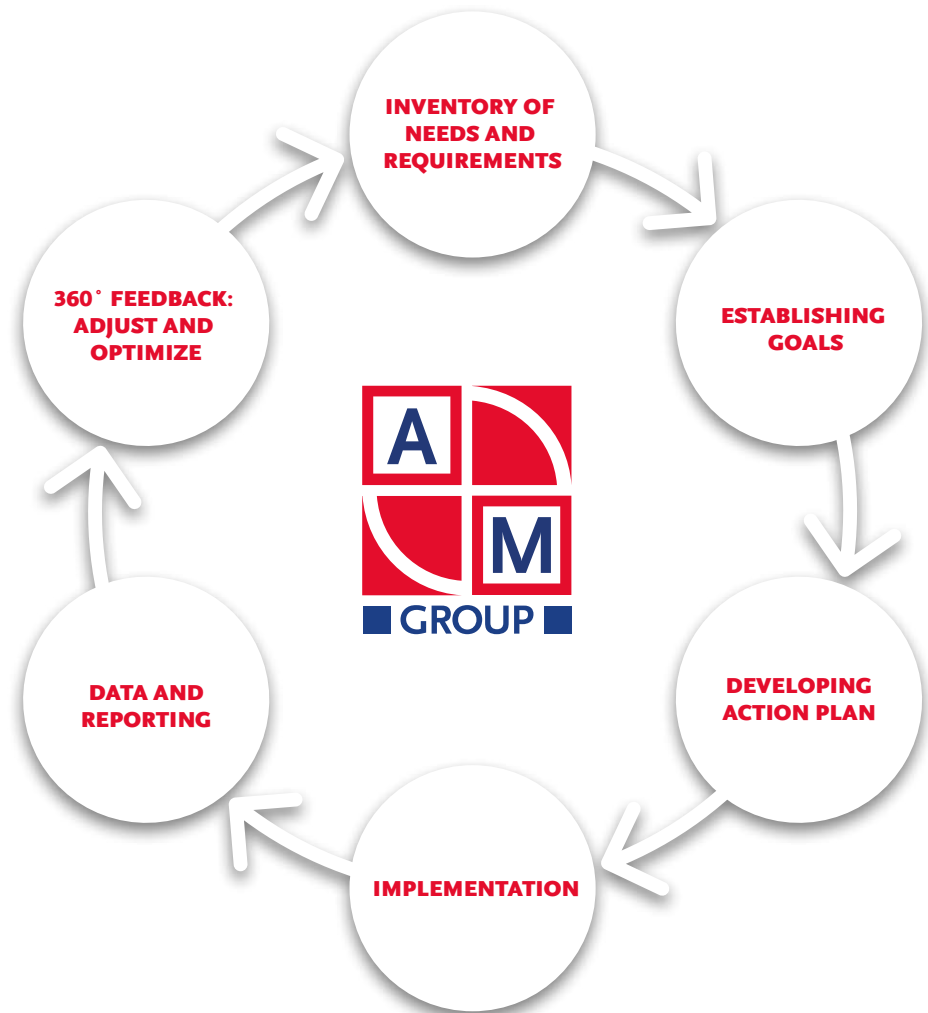
Success = Quality × Acceptance

At the A&M Group, we believe that real success depends not only on what we deliver, but also on whether it is understood, supported and accepted. Our formula – Success = Quality × Acceptance – underpins everything we do. We strive for the highest quality in our services: from careful processing and logistics to innovative tailored solutions. But quality alone is not enough. Acceptance is equally important: the support of our clients, partners and employees. Only when quality and acceptance are in balance can sustainable growth and real impact be achieved.

That is why we focus on:

- **Continuous improvement:** we optimise processes and invest in technology and people.
- **Collaboration as equals:** we listen, think along and align.
- **Customer satisfaction as the standard:** not as a separate goal, but as a matter of course.

Through this approach, we not only achieve results, but also build long-term relationships based on trust, transparency and mutual success.



WHY WE DO IT

By preserving and reusing raw materials, we believe we can play an important role in reducing environmental impact, while also taking responsibility for the social impact of our activities.

We do this by:

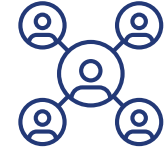
Investing in energy-neutral processes at our production sites.

Switching to hybrid, electric and hydrogen-powered company vehicles and equipment.

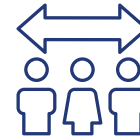
Working with inclusive employment organisations, educational institutions and vitality initiatives.



**ENERGY-
CONSCIOUS**



**SOCIAL
CONNECTION**



**SOCIALLY
RESPONSIBILITY**



**SOCIAL
INITIATIVES**

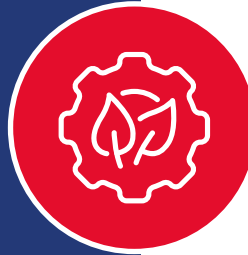


**VITALITY,
EDUCATION &
WORK**

OUR SUSTAINABILITY & IMPACT THEMES

In this Sustainability & Impact Report, we show how the A&M Group is working towards a more sustainable future. Our sustainability vision reflects how we take social responsibility and actively contribute to the circular economy.

We focus on four key themes that strengthen our impact on people, the environment and society:



**SUSTAINABLE BUSINESS
OPERATIONS**



**SAFE WORKING
ENVIRONMENT**



**IMPACT
AND AMBITIONS**



**SOCIAL
ENGAGEMENT**



HIGHLIGHTS 2025

With these initiatives, among others, we made our contribution to a more sustainable world in 2025.



SUSTAINABLE BUSINESS OPERATIONS

.....
SETUP OF E-WASTE LOCATION AT MONTREALWEG
.....

PURCHASE AND COMMISSIONING OF E-WASTE SORTING LINE
.....

IMPLEMENTATION OF NEW EXACT ONLINE FINANCIAL PACKAGE
.....

IMPROVEMENT OF PENSION SCHEME
.....

OPENING OF SPORTS FACILITY FOR STAFF
.....

COMPLETION OF LANGUAGE COURSES FOR EMPLOYEES
.....

PURCHASE OF DATA SHREDDER
.....



SAFE WORKING ENVIRONMENT

.....
**SAFETY TARGETS ACHIEVED: REDUCING ACCIDENTS AND
INTRODUCING NEW PPE**
.....

**IMPROVEMENT OF DATA SECURITY THROUGH REGULAR
EMAIL TESTING**
.....



IMPACT AND AMBITIONS

**PROFESSIONALISATION OF DOUBLE MATERIALITY ANALYSIS
AND PROCESS**

**TARGET OF 30% CO₂ REDUCTION IN 2025 COMPARED WITH 2020
HAS BEEN EXCEEDED, REACHING A TOTAL REDUCTION OF 36%**

CO₂ REDUCED BY 51% PER FTE

CO₂ REDUCED BY 60% PER EURO OF TURNOVER



SOCIAL ENGAGEMENT

**SOCIAL INITIATIVES SUCH AS THE CIRCULAR CAMPUS AND
JEUGDVAKANTIELAND**

**CONTINUATION OF AND PARTICIPATION IN VARIOUS INNOVATION
PROJECTS, INCLUDING CIRCULAR CIRCUITS AND CIRCOTRACKS**

**HOSTING SCHOOLS, UNIVERSITIES AND OTHER VISITORS FOR
EDUCATION AND KNOWLEDGE-SHARING**

**ORGANISING AND PARTICIPATING IN SEMINARS FOCUSED ON
SUSTAINABILITY AND CIRCULARITY**

KEY FIGURES 2025

85



Employees

8



Locations

30,000



m² site area

8.9



Customer satisfaction

10



Certificates

120 KTON



Materials processed at an A&M site

2



Lost-time accidents

5



Near-miss incidents

21,520



Social hours

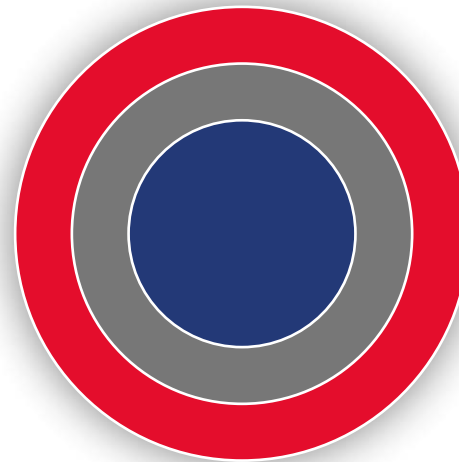


SUSTAINABLE BUSINESS OPERATIONS

STAKEHOLDER ANALYSIS

At the A&M Group, we aim not only to promote the circular use of materials, but also to create a positive impact on our employees, the environment and society.

Our stakeholder analysis helps us identify the stakeholders most relevant to our organisation. Based on this, we determine our material topics and define our sustainability objectives.



INTERNAL STAKEHOLDERS
CONNECTED STAKEHOLDERS
EXTERNAL STAKEHOLDERS

INTERNAL STAKEHOLDERS

- **Employees:** Employees carry out the day-to-day activities, including collection, sorting, processing and administration. They are essential to the safety, quality and continuity of the company.
- **Management:** Management determines the company's strategic direction, investments and long-term objectives. The owners bear the financial risk.

CONNECTED STAKEHOLDERS

- **Customers and business partners:** These include companies and traders that sell recyclable materials to us, as well as parties that further process the materials after we have sorted and prepared them. They are essential to maintaining raw material flows, which are influenced by market prices and material throughput.
- **Suppliers:** Suppliers provide tools, machinery, fuel, protective equipment and technical services, among other things. They support the company's operational processes.
- **Consumers:** Part of our over-the-scale purchasing comes from consumers. They also indirectly influence the supply of metal waste and the demand for recycled products. Their awareness and behaviour partly determine the success of recycling.

EXTERNAL STAKEHOLDERS

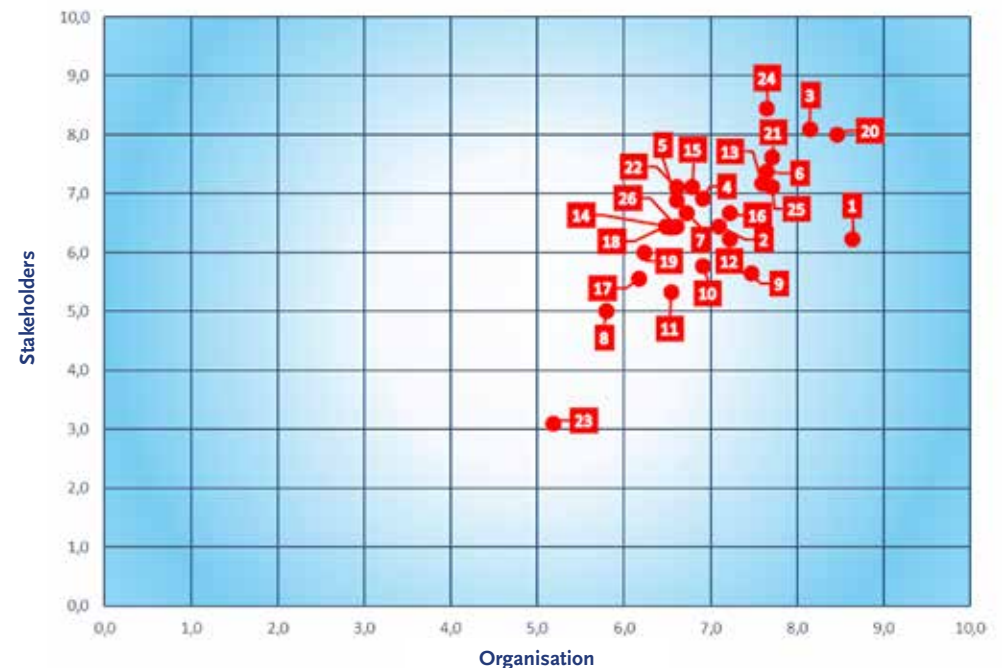
- **Environment:** The environment is an important indirect stakeholder, as metal recycling affects CO₂ emissions, raw material use and pollution. Responsible environmental conduct is therefore essential.
- **Authorities:** Authorities establish laws and regulations relating to the environment, safety, permits and waste streams. They supervise compliance and may grant subsidies or impose restrictions.
- **Industry associations:** Industry associations represent the interests of metal recycling companies, share knowledge and engage with authorities and society.
- **Investors:** Investors provide capital and expect financial stability, transparency, risk management and a sustainable long-term strategy.

DOUBLE MATERIALITY ANALYSIS

Responsible business is part of our DNA. To give concrete shape to our sustainability strategy, we conducted a double materiality assessment based on input from our stakeholders. The assessment focused on the 26 CSR themes of the CSR Performance Ladder, which are aligned with the United Nations Sustainable Development Goals (SDGs).

These 26 themes cover areas such as good governance, responsible employment practices, human rights in the value chain, fair business practices, customer-related matters, the circular economy and involvement in community development. They closely align with our business objectives and the expectations of our stakeholders, ensuring that our efforts are relevant, targeted and aligned with future requirements. Following the stakeholder analysis, we prepared two surveys: one for our internal stakeholders and one for our connected and external stakeholders. These surveys were used to assess the impact of our activities on people, the environment and society, while also identifying the risks and opportunities for A&M.

The figure opposite shows the results of this assessment. Our five most material topics are explained below, including how they have been addressed in this report.



RAW MATERIALS (20)

Through its activities, products and services, the organisation contributes to the circular economy and helps address environmental, climate-related and ecological challenges linked to the use of raw materials.

For the A&M Group, this theme lies at the heart of our activities. As a metal recycling company, we focus on recovering, separating and reusing metals and other material streams. By recycling these materials to a high standard, we prevent valuable raw materials from being lost and reduce the need for primary metal extraction. In doing so, we make a direct contribution to closing raw material chains and reducing the environmental impact of material use within industry. Together with partners across the value chain, we continuously work on new applications and more efficient processes to keep materials in circulation for as long as possible.

HEALTH AND SAFETY OF EMPLOYEES (3)

The organisation ensures the health and safety of employees, including flexible workers, immediate neighbours and third parties, by using safe facilities, technologies and working methods and by being prepared for emergencies. The organisation also takes measures to address psychosocial workload and supports the mental health of its employees.

Within the A&M Group, safety is central to day-to-day operations. Working with heavy materials and industrial installations requires clear procedures, well-maintained equipment and continuous attention to safe behaviour. We therefore invest structurally in training, safety instructions and awareness among our employees. We also monitor incidents and risks in order to continuously improve our working methods. Below, and in the chapter “Safe Working Environment”, we explain in more detail how we structurally safeguard safety.

EMISSIONS, WASTEWATER AND WASTE (24)

The organisation provides insight into its presence, activities, products and services throughout the full life cycle and reports on these aspects in its sustainability report. This includes:

- *Air pollution, including particulate matter, substances of very high concern, environmentally hazardous substances and odour resulting from emissions;*
- *Greenhouse gas emissions;*
- *The generation, removal and processing of waste;*
- *Discharges and processing of organic substances, environmentally hazardous substances and micropollutants.*

The A&M Group considers transparency about its environmental impact essential. We therefore systematically map our emissions, waste streams and relevant environmental data and report on them in our sustainability report. The key figures and developments relating to air pollution and greenhouse gas emissions are explained further in the chapter “Impact & Ambitions”, where we also present our progress towards our sustainability objectives.

ENERGY USE IN PRODUCTION AND FACILITIES (21)

Through its activities, products and services, the organisation actively contributes to the energy transition and helps address environmental, climate-related and ecological challenges linked to energy consumption. The organisation provides insight into its own primary and secondary energy use, broken down by fossil and renewable sources, and reports on this in its CSR report.

For an industrial organisation such as the A&M Group, energy use is an important focus area in making our business operations more sustainable. We are therefore working to make our energy consumption more transparent and continuously explore opportunities to use energy more efficiently. Examples include optimising installations, electrifying processes and exploring renewable energy sources. In the chapter “Impact & Ambitions”, we report our energy figures and explain our plans for further sustainability improvements.

GOOD GOVERNANCE (1)

The organisation's management is demonstrably subject to audit and advice in accordance with at least applicable local legislation. Where dilemmas may arise in relation to ethics, fairness, transparency or trust, the organisation establishes its own core values and business principles to support the achievement of its CSR objectives. In the event of deviations from its own CSR policy or breaches of laws and regulations, whether or not involving sanctions imposed by authorities, the organisation explains the cause and the corrective actions being taken.

Within the A&M Group, governance forms the basis of a reliable and future-ready organisation. Transparency, integrity and responsibility are important principles in strategic decision-making. Management ensures compliance with laws and regulations and makes sure that sustainability is structurally embedded in our business operations. Any deviations from policy or regulations are carefully analysed and corrected where necessary. The materiality assessment shows that this theme is perceived internally as highly important. In the next section, “Governance”, we therefore explain in more detail how management steers sustainability and responsible business.

GOVERNANCE

Within the A&M Group, clear responsibilities, transparent decision-making and structured monitoring help ensure that our strategic objectives are achieved in a responsible way. Governance covers more than the management of the organisation alone. It also includes risk management, legal compliance and the safeguarding of quality, safety and environmental performance. Through clearly defined roles, periodic reporting and independent audits, we continuously work to strengthen our organisation and realise our sustainability ambitions.

RESPONSIBILITY

Within the A&M Group, management has ultimate responsibility for approving and achieving our sustainability objectives. It sets the strategic direction and monitors whether sustainability is structurally embedded in decision-making.

Operational implementation of policies relating to quality, occupational health and safety, and the environment is the responsibility of the QHSE managers. They are responsible for putting measures into practice, maintaining safe working conditions and ensuring compliance with relevant laws and regulations across the organisation.

Progress on sustainability objectives and operational performance is reported periodically to management. Based on these reports, results are evaluated and additional actions or improvement measures are defined where necessary.

MONITORING

To systematically monitor our performance in the areas of sustainability, quality and safety, the A&M Group uses various monitoring systems and certification frameworks.

Greenhouse gas emissions are monitored in accordance with the methodology of the CO₂ Performance Ladder. This gives us insight into our CO₂ footprint and enables us to manage reduction efforts in a targeted way.

In addition, processes and environmental performance are monitored through management systems based on ISO 9001 and ISO 14001. We use the Safety Culture Ladder to periodically assess safety awareness and safety culture within the organisation.

The results from these systems are evaluated regularly, including during management meetings, in order to identify areas for improvement and ensure that measures remain effective.

RISK MANAGEMENT

The A&M Group uses various instruments to identify and manage risks in the areas of safety, the environment and business operations at an early stage.

An important part of this approach is the Risk Inventory and Evaluation (RI&E), through which occupational risks are systematically identified, assessed and managed.

Compliance is also monitored structurally to ensure that the organisation meets applicable laws and regulations. New and amended regulations are actively monitored and, where necessary, translated into internal procedures.

ESG-related risks, such as environmental impact, safety and social expectations, are increasingly incorporated into strategic and operational decision-making. This enables risks to be identified at an early stage and helps prepare the organisation for future developments.

ASSURANCE AND CERTIFICATIONS

The A&M Group safeguards the quality, safety and sustainability of its business operations through various certifications and external audits. These certifications confirm that our management systems comply with recognised standards and that our processes are periodically assessed by independent parties.

CERTIFICATIONS FOR RESPONSIBLE BUSINESS OPERATIONS



ISO 9001 – Quality management system focused on consistent quality and continuous improvement.



NIWO – Professional road haulage permit demonstrating legally compliant and professional transport operations.



CSR Performance Ladder level 3 – Certification framework for corporate social responsibility, with a focus on people, the environment and ethical conduct.



MRF quality mark – Quality mark for metal recycling companies, demonstrating reliable, safe and high-quality metal processing.



WEEELABEX – European standard for the collection, processing and recycling of waste electrical and electronic equipment, or e-waste.

INNOVATION

Innovation plays an important role in how the A&M Group achieves its sustainability ambitions. By working with innovation initiatives, knowledge institutions and partners, we remain actively involved in the development of circular and sustainable solutions. These partnerships create opportunities to test new ideas in practice and, where successful, scale them within our business operations.

Digital innovation is an important part of this approach. By digitalising processes, we reduce paper use and improve the efficiency and reliability of our organisation. Digital systems enable faster and more transparent communication with stakeholders across the value chain.

At the same time, standardised data flows make it easier to collect, analyse and report sustainability information. This strengthens the quality of our reporting and enables us to provide clients and partners with better insight into our sustainability performance.



CIRCULAR CAMPUS

The Circular Campus is an initiative of TeamNXT, in which the A&M Group has been involved as a founding partner from the outset. Based on the belief that systemic change can only be achieved through collaboration, the Campus brings together companies, government bodies, knowledge institutions and young professionals to work on real circular challenges.

The A&M Group actively contributes by sharing practical experience and guiding project groups.

Within the Circular Campus, various stakeholders work together on challenges from the circular manufacturing industry, ranging from value chain collaboration and material flows to new business models. By sharing knowledge with partners such as Rotterdam University of Applied Sciences, companies and public organisations, solutions are developed that go beyond individual business initiatives. The Campus therefore acts as a platform for collaboration and experimentation. By contributing practical experience, industrial knowledge and entrepreneurship, the A&M Group helps develop scalable solutions that accelerate the transition to a circular economy.



CIRCULAR CIRCUITS

Circular Circuits is a multidisciplinary research project focused on the development of fully circular electronics. The project explores ways to extend service life through reuse, repair and refurbishment, as well as new circular business models and advanced recycling technologies.

By combining these approaches, Circular Circuits develops innovative solutions to keep electronic products and materials in closed loops and ultimately reduce e-waste.



CIRCO TRACK: PV INSTALLATIONS AND INVERTERS

The CIRCO Track “Circular opportunities for PV inverters” is a practice-oriented workshop series in which companies across the solar-energy value chain jointly explore circular business opportunities.

The focus is on the recovery, overhaul and renewed use of used or defective inverters for solar energy systems. The aim of the track is to develop new circular propositions and value chain partnerships, building on earlier CIRCO Tracks relating to PV panels and mounting structures.



2015 Establishment of In2Waste Solutions, providing advice and coordination in the circular and social economy.

2019 Establishment of the In2Waste Academy, focused entirely on knowledge-sharing for companies and local, regional and national authorities. The Academy enables participants to learn from experts and from one another about topics related to circularity.

2022 Reporting at raw material level on container movements, material mixes and downstream flows.

2024 Creation of the ESG roadmap.

2025 Focus on improving sustainability reporting.

SUSTAINABLE BUSINESS OPERATIONS IN PRACTICE

Within the A&M Group, sustainable business operations touch almost every part of the organisation – from people and processes to systems and investments. As the person responsible for Finance, HR and IT, Sabrina works at the intersection of these areas. Her focus is not only on the figures, but also on the continuity, structure and resilience of the organisation.

What do sustainable business operations mean to you within A&M?

“For me, it is about the long term. Of course, we look at CO₂ and energy, but it starts with how you structure the organisation. Can you continue to grow without losing control? And can you do so in a way that will still make sense ten years from now?”

The organisation has grown significantly in recent years. What does that require internally?

“More structure. In the past, many things could be handled informally, but this stage of growth requires clearer roles and responsibilities. That is a deliberate step in our further professionalisation.

At the same time, we want to preserve our culture. People tend to stay with us for a long time and staff turnover is low. That family feeling is one of our strengths. The challenge is to retain that commitment while continuing to grow.”

What role does digitalisation play in this?

“A very important one. We are investing in a new ERP system because we want to manage the business more effectively based on data. Sustainability requires insight. You need to be able to measure, report and adjust. Without good data flows, that is simply not possible.”

*“Ultimately, it is not what you promise,
but about what you can demonstrate –
and that is what we are building every day.”*

How is sustainability reflected in specific decisions?

“Primarily in the choices we make about investments: electric and hybrid equipment, energy storage, but also certifications and data quality. For us, these are not ‘extras’, but an integral part of how we build continuity.”

You made significant progress in reducing CO₂ emissions in 2025. What do those results tell you?

“That we are on the right track, but also that this is only the beginning. The next step requires more fundamental choices – and those choices will be more complex.”

Where will the focus lie as you work towards 2030?

“On real change. Electrification, smarter energy use and, above all, better data-driven management. Sustainability is becoming less and less something you do ‘on the side’; it is becoming part of how you run the business.”

The ambition is clear: CO₂-neutral by 2050.

This way of working is not about big words, but about consistent choices, day after day: in how we invest, how we manage and how we work together.





SUSTAINABLE EMPLOYABILITY

Working at the A&M Group is more than just a job. It is an opportunity to make a direct contribution to a more sustainable world. Our employees are the driving force behind our success in the circular economy. We are proud to offer a dynamic, innovative and engaged working environment in which people can contribute, grow and develop.

WHY WORK AT THE A&M GROUP?

■ A meaningful mission

At A&M, you contribute to a world in which raw materials are used again and again. In doing so, you make a tangible difference every day.

■ Growth and development

We believe in the potential of our employees. Through education, training and career development opportunities, we support people in their professional growth.

■ Collaboration and innovation

You work in a team of driven professionals who jointly develop innovative solutions for recycling and circularity.

■ A wide range of roles

From technical specialists to strategic thinkers, the A&M Group offers a broad range of career paths.



SAFE WORKING ENVIRONMENT

SAFETY AS A PREREQUISITE FOR SUSTAINABLE SUCCESS

Safety is consistently high on the agenda at the A&M Group. Working in the recycling sector involves risks: heavy machinery, complex waste streams and work at different locations. We therefore see safety not as an obligation, but as a prerequisite for wellbeing, trust and sustainable success.

A strong safety culture helps prevent accidents, supports both physical and mental health and reduces absenteeism. Employees who feel safe and engaged work with greater confidence and motivation. This leads to open communication, better collaboration and an organisation in which risks can be discussed openly and improvements are actually implemented.

REPORTING TO LEARN, NOT TO BLAME

An important focus within safety is strengthening the reporting culture. This is not because more unsafe situations are occurring, but because reporting risks, incidents and near misses is essential in order to learn and prevent recurrence. Within A&M, reporting is explicitly not seen as blaming others, but as helping one another. As Henk Rath puts it:

“Submitting a report is not an accusation; it is a way to prevent the same thing from happening to a colleague later.”

Several near misses and one incident were reported over the past year. This should be seen in context: it shows that employees feel safe enough to report situations and take responsibility for their own safety and that of their colleagues.



BUILDING ON THE FOUNDATIONS WITH LIANE SPEET

In 2025, Henk handed over responsibility for safety to Liane Speet. With more than twenty years of experience in complex industrial environments, she is building on the existing foundations, with additional focus on behaviour, awareness and prevention.

“Safety is created on the shop floor. By engaging in dialogue, you understand where risks arise and how to prevent them.”

Her focus is on visibility, dialogue and ownership, with employees actively involved in identifying risks and implementing improvements.

SUPPORTED BY CERTIFICATIONS

The A&M Group holds certifications such as VCA**, ISO 9001, ISO 14001 and Safety Culture Ladder level 3. These certifications provide structure, make processes auditable and support compliance with laws and regulations.

At the same time, certifications support practice; they do not replace it. Processes are assessed internally and periodically audited by independent auditors.

“Certificates show that you have your affairs in order, but real safety is reflected in what people do when nobody is watching.”

PREVENTION AND RISK MANAGEMENT

Safety within A&M is organised primarily around prevention. Before work begins, risks are identified through RI&Es, task risk analyses (TRAs) and last-minute risk assessments (LMRAs). Work permits, work plans and toolbox meetings ensure clear agreements and awareness.

Incidents and near misses are recorded and analysed in order to achieve structural improvement.



SAFETY AS A SHARED RESPONSIBILITY

Within the A&M Group, safety is a shared responsibility. Every employee is responsible for their own safety and for the safety of their colleagues. A&M also explicitly recognises its role within the value chain. Responsible business means supporting partners and clients in working safely and responsibly as well.

COMPLEX RISKS IN PRACTICE

The recycling sector faces specific challenges where regulations and daily practice do not always fully align. Examples include risks involving radioactive material and hazardous substances such as chromium-6 and lead.

To manage these risks, analyses are carried out several times a week and projects are assessed in advance using reports and risk analyses.

WORKING ON SAFETY TOGETHER, TODAY AND TOMORROW

Through consistent attention to safety, A&M minimises risks for employees, the local environment and value chain partners. This leads to fewer accidents, lower absenteeism, stronger engagement and a strong reputation as an employer. With the transition from Henk to Liane, safety remains firmly embedded within the organisation: built on experience and focused on the future.

QUALITY & SAFETY

TOOLBOX MEETINGS IN 2025

48x PHYSICAL TOOLBOX MEETINGS

Topics covered during these toolbox meetings:

- CO₂ Performance Ladder
- Environmental impact
- Projects
- XRF analysis
- HSE instructions for employees
- Visual safety
- Safety Ladder
- Inspection equipment
- Emergency plans for locations
- Adverse working posture
- Project toolbox meeting
- Unsafe acts
- Inspection of work equipment

EMPLOYEE QUALIFICATIONS

24x

FORKLIFT

17x

VCA VOL

(SAFETY, HEALTH AND ENVIRONMENT CHECKLIST FOR CONTRACTORS – SAFETY FOR OPERATIONAL SUPERVISORS)

31x

VCA B

(SAFETY, HEALTH AND ENVIRONMENT CHECKLIST FOR CONTRACTORS – BASIC SAFETY)

11x

BHV

(EMERGENCY RESPONSE)

4x

SAFE WORKING WITH HAZARDOUS WASTE SUBSTANCES

4x

DVP

(DIGITAL SAFETY PASSPORT)

4x

WORKING AT HEIGHT

2x

EHBO (FIRST AID)

10x

GPI (GENERIC SITE SAFETY INDUCTION)

11x

AWARENESS TRAINING PGS 37-2

DIGITAL SECURITY

At the A&M Group, digital security is an essential part of our business operations. By handling data carefully and securely, we protect our employees, information and digital work processes against cyber risks.

In 2025, we further strengthened our data management policy by investing in our digital infrastructure and implementing employee training programmes.

We take targeted measures to keep our organisation digitally secure. These include advanced security technologies such as firewalls, encryption, role-based access control and multi-factor authentication.

Employees periodically complete awareness training on phishing, password use and the secure handling of confidential information. Together with our IT partner Axoft, and through the Digital Safety Passport, we continue to invest in a secure and reliable digital working environment.

QUALITY, ASSURANCE & TRUST

Since our establishment, we have safeguarded the quality of our services through the appropriate certifications and permits.

The entire A&M Group is certified to ISO 9001, ISO 14001 and VCA**, supporting quality, environmental management and safety across our processes.

We also meet the requirements for e-waste processing under WEEELABEX and hold certifications under the CO₂ Performance Ladder and the CSR Performance Ladder. Since 2021, we have also been certified under the Safety Culture Ladder, underlining our commitment to safety awareness and a strong safety culture.

Our focus on certification gives clients and partners confidence and strengthens sustainable, long-term partnerships.



CERTIFIED QUALITY, SAFETY & SUSTAINABILITY



ISO 9001 – Demonstrates that A&M operates in accordance with controlled quality processes, with a focus on reliability, customer satisfaction and continuous improvement.



ISO 45001 – Safeguards safe and healthy working practices within the organisation by actively managing occupational health and safety risks and continuously improving working conditions.



VCA** – Demonstrates that work is carried out in accordance with clear safety guidelines, with attention to people, the local environment and risk management.



Safety Culture Ladder – Measures and promotes safety-conscious behaviour with the aim of achieving a sustained reduction in incidents.

EARLY DETECTION OF FIRE RISKS

At our Dintelweg innovation site, we have invested in a thermal camera system to detect fire risks at an early stage and further improve safety on site. Thermal cameras register temperature differences and can detect abnormal heat development before smoke or fire becomes visible. This enables us to identify potential sources of fire at an early stage, for example in stored materials or installations.

When an abnormal temperature is detected, immediate action can be taken. This significantly reduces the likelihood of incidents and helps prevent potential damage, environmental impact and operational downtime.

In addition to prevention, the system provides a better overview of the site and supports faster decision-making during emergencies.

The thermal camera system is therefore an important part of our safety strategy and underlines our commitment to safe and responsible business operations.





IMPACT AND AMBITIONS

SUSTAINABLE DEVELOPMENT GOALS

The CSR Performance Ladder – and therefore our double materiality assessment – is based on the Sustainable Development Goals. In 2015, all 193 Member States of the United Nations adopted the Sustainable Development Goals as a shared agenda for a better and more sustainable future for people and the planet. The A&M Group considers it important to contribute to these goals. The SDGs consist of 17 goals that organisations can use to guide their sustainability efforts. At the A&M Group, the SDGs help us define our sustainability initiatives and maximise our positive impact. The following SDGs are central to the A&M Group:



THE A&M GROUP'S CONTRIBUTION IN 2025

To contribute to the broader SDG targets for 2030, organisations need to translate long-term ambitions into concrete short-term actions. In 2025, the A&M Group achieved its internal objectives, strengthening the organisation while also contributing to the SDG targets. The internal objectives for 2025 were:



Preventing incidents resulting in lost time



Increasing knowledge of our services and circularity across our departments



Expanding the Power BI environment



Setting CO₂ emissions targets for 2030 and 2050



Organising meetings focused on making our supply chain more sustainable

Sponsoring charities and local initiatives

ENVIRONMENTAL, SOCIAL & GOVERNANCE

For organisations, operating sustainably and responsibly is becoming increasingly important. Internationally, this is often referred to as ESG: Environmental, Social and Governance. ESG brings together the three core dimensions of sustainable business.



ENVIRONMENTAL

How a company manages its impact on the environment, for example by reducing pollution, saving energy and using raw materials responsibly.



SOCIAL

How a company takes responsibility for people, including fair employment practices, safe working conditions and a positive contribution to society.



GOVERNANCE

How a company is managed, including transparent decision-making, compliance with laws and regulations, and acting in line with clear agreements and principles.

CIRCULAR ECONOMY

ESG also plays an important role in the transition to a circular economy. In a circular economy, materials and products are reused wherever possible in order to minimise environmental impact and reduce the use of primary raw materials.

Around the world, governments, companies and other organisations are contributing to this transition through legislation, standards, innovation and business processes.

THE ROLE OF THE A&M GROUP

The transition to a circular economy is highly relevant to the A&M Group. Sustainable business operations, responsibility and leadership are key elements in the shift from a linear to a circular economy.

By integrating these principles into its daily activities, the A&M Group aims to play a leading role within the sector. Through a pragmatic approach and a clear focus on ESG, the Group supports both its own organisation and its partners in making business operations more sustainable.

THE A&M GROUP'S ESG POLICY

The A&M Group aims to achieve high customer satisfaction, prevent personal injury and damage during all business activities, and limit adverse impacts on air, water and soil.

To support this, the Group has established an ESG policy that is integrated into its Quality, Health, Safety and Environmental management system – the QHSE system. This system complies with the NEN-EN-ISO 9001:2015 and NEN-EN-ISO 14001:2015 standards.

Within the QHSE system, the A&M Group also records, monitors and evaluates performance under the CSR Performance Ladder and the CO₂ Performance Ladder. Through this systematic approach, the Group monitors sustainability performance and identifies opportunities for continuous improvement.

MAKING AN IMPACT THROUGH CSRD AND ESG

The Corporate Sustainability Reporting Directive (CSRD) is a European directive that requires certain companies to report on sustainability in a dedicated sustainability report. The European Sustainability Reporting Standards (ESRS) define the content and structure of this reporting, based on Environmental, Social and Governance (ESG) information.

Many large partners are expected to fall within the scope of these reporting obligations in the coming years. At the same time, a growing number of companies are voluntarily preparing similar reports in order to remain attractive to investors, strengthen relationships across the value chain and create a competitive advantage. As a result, structured sustainability reporting is becoming increasingly important.

The A&M Group is not currently directly subject to the CSRD reporting obligation. However, we do play an important role in supporting partners that are. Through our services, knowledge and expertise, we actively contribute to the sustainability objectives of organisations that are required to report under the CSRD.

MATERIAL ESRS TOPICS



ENVIRONMENTAL

ESRS E5 – Resource Use and Circular Economy

Within the ESRS, E5 focuses on resource use, material outflows and waste streams, with the principles of the circular economy as the guiding framework. The transition to circularity requires a fundamentally different approach to materials, centred on reuse, value retention and the reduction of waste.

Organisations are expected to identify their material impacts transparently, develop appropriate policies and set measurable objectives. This is where A&M can make a significant contribution by providing practical support for circular materials strategies.

ESRS E1 – Climate Change

ESRS E2 – Pollution

Reducing CO₂ emissions and other forms of pollution is essential. This starts with accurate emissions reporting, which provides a clear baseline for measuring progress.

When carrying out projects, it is important to calculate environmental effects as accurately as possible. This provides insight into a project's actual impact and related emissions.

For A&M, this is an important performance indicator. We record our emissions and the electricity consumption of our equipment in a transparent way. We also work with carriers that pursue a circular mobility strategy, enabling greater transparency regarding transport-related emissions.



SOCIAL

ESRS S1 – Own Workforce

ESRS S2 – Workers in the Value Chain

Our work is guided by our core values, with safety, sustainability and integrity forming the basis of our activities. We ensure clear and transparent communication between all departments involved in order to promote cooperation and prevent misunderstandings or misconduct.

We also build strong and long-term relationships with our customers. Our processes are fully certified and comply with applicable standards. In this way, we safeguard quality, reliability and compliance throughout the value chain. During our projects, we actively promote inclusive employment. In doing so, we support the development of employees who face barriers to the labour market, while also contributing to the circular objectives and ESG obligations of our clients and partners.



GOVERNANCE

ESRS G1 – Business Conduct

Transparency, compliance with laws and regulations, and ethical conduct form the basis of our business operations. We apply internal controls before entering into partnerships and use certified procedures for the purchasing, processing and sale of metals.

In this way, we safeguard the traceability of material flows and limit the risks of fraud and non-compliance.

ESG ROADMAP

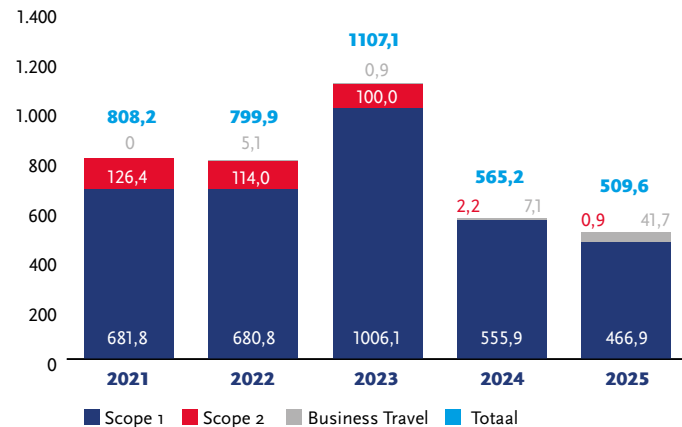
Through its consultancy arm In2Waste, the A&M Group supports partners with ESG and ESRS-related challenges. As part of this, In2Waste is developing an ESG roadmap that prepares organisations for the transition to a circular economy and provides guidance in meeting ESRS requirements, particularly ESRS E5.

The roadmap includes, among other things:

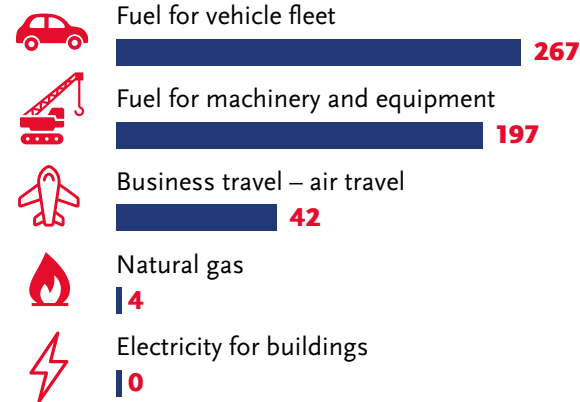
- Measuring sustainability performance and identifying social and environmental risks and opportunities
- Developing policies and processes focused on the use of renewable resources and the optimal processing of residual materials
- Developing a circular economy transition plan and an appropriate strategy for continuous improvement

For A&M, it is essential to involve all parties in the value chain in developing and implementing sustainable solutions. By advising partners, organising knowledge sessions for the sector and facilitating school visits, the A&M Group contributes to conscious and responsible waste management at all levels of society.

CO₂ EMISSIONS over the past 5 years



CO₂ FOOTPRINT 2025 by emission source



OBJECTIVES

2050: NET-ZERO CO₂ EMISSIONS

CO₂ reduction target for 2030 compared with 2025:

2.9%	3.29%	3%
Scope 1	Scope 2 + Business Travel	Total

To achieve our objectives, we are implementing the following measures:

SCOPE 1

- Setting energy performance requirements for rented sites
- Preventing unnecessary idling
- Using mobile equipment with hybrid systems or technology
- Maintaining correct tyre pressure on our own vehicles and equipment
- Electrifying hand tools
- Checking tyre pressure
- Installing speed limiters in company vehicles
- Encouraging the use of public transport

SCOPE 2 + BUSINESS TRAVEL:

- Purchasing 100% green electricity generated in the country of use
- Installing LED outdoor lighting
- Investigating green electricity options for electric vehicles

OUR FOOTPRINT IS EQUIVALENT TO:



The annual gas consumption of **255 households**



370 return flights to our Houston office



Driving around the world **66 times** by car



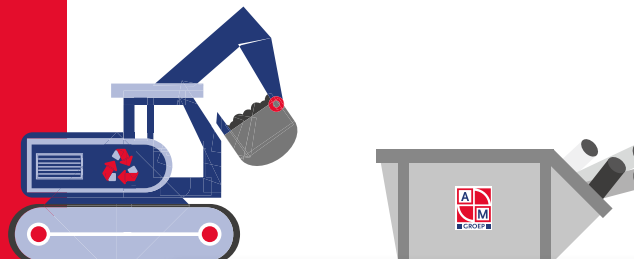
The electricity consumption of a medium-sized concert running for **200 hours**



The annual CO₂ absorption of a wooded area equivalent to **73 football pitches**

Expected contribution to CO₂ reduction

- Installing solar panels at Montrealweg and Dintelweg = **10%**
- Using Green Power Plus = **7%**
- Purchasing green electricity generated by Dutch wind power = **5%**
- Purchasing an electric crane = **2%**
- Checking tyre pressure = **2%**
- Implementing recognised energy-saving measures = **1%**



ENVIRONMENT

- 2018** Purchased our own woodland plot in the Netherlands
- 2018** Collection using vehicles meeting at least the EURO 6 standard
- 2019** Participation in a green and water project in Sierra Leone
- 2019** Battery-powered generator for use on projects
- 2020** Installed 718 solar panels at the Montrealweg site in Rotterdam
- 2021** Added a hydrogen-powered car to the vehicle fleet as part of the mobility programme
- 2021** Electric forklift trucks at all sites
- 2022** Participation in sustainable trade fair projects in the Netherlands
- 2022** Use of HVO100 fuel on the Apeldoorn project
- 2023** Added electric cars to the vehicle fleet as part of the mobility programme
- 2023** Ordered the first electric crane for Dintelweg 71 in Europoort
- 2024** Opening of circular headquarters
- 2025** Electric cranes commissioned
- 2025** Sustainable cultivation in our own greenhouse
- 2025** Biodiverse gardens at our locations



ENVIRONMENTAL CERTIFICATES

ISO 14001 – Environmental performance is structurally safeguarded by continuously improving processes and actively managing environmental impact.

CO₂ Performance Ladder level 3 – Framework used to provide insight into CO₂ emissions and actively reduce them within the organisation.

CSR Performance Ladder – An important framework for demonstrably embedding corporate social responsibility in policy, processes, value chain collaboration and day-to-day business operations.





DEMONSTRABLE IMPACT

FROM SUSTAINABILITY TO DEMONSTRABLE IMPACT

Within the A&M Group, we believe that sustainability is about more than ambitions alone. That is why we invest not only in circular solutions, but also in making our impact measurable and transparent.

By further professionalising our ESG data, CO₂ reporting and value chain information, we are building an organisation in which sustainability becomes a demonstrable part of day-to-day business operations.

WHAT WE ARE WORKING ON

- Further development of CO₂ footprint analyses in accordance with the GHG Protocol
- Preparation for ISO 14064 verification of organisation-wide emissions reporting
- Development of Product Carbon Footprint methodologies in accordance with ISO 14067
- Further digitalisation of ESG and value chain data
- Integration of sustainability data into ERP and reporting systems
- Strengthening governance, monitoring and internal controls
- Further development towards audit-ready sustainability reporting

DATA, TRANSPARENCY AND CONTINUOUS IMPROVEMENT

We do not see sustainability reporting as an obligation, but as a tool for continuous improvement, collaboration and greater transparency across the value chain.

Through reliable data, clear processes and collaboration with customers, suppliers and partners, we are building a resilient circular organisation step by step.



SOCIAL ENGAGEMENT

SOCIAL ENGAGEMENT

Our commitment goes beyond recycling alone. We actively contribute to initiatives that support a more sustainable and socially inclusive society. Sustainability and social engagement are woven into the way we work. Every day, we aim to create a positive impact – not only within our sector, but also in our local environment and society as a whole.



CIRCULAR CAMPUS

The Circular Campus is an innovative initiative created by TeamNXT, with the A&M Group involved as one of its founding partners. In cooperation with educational institutions such as Rotterdam University of Applied Sciences, students and young professionals are given the opportunity to work on real-life circular challenges.

Within these projects, they explore, for example, how materials can be recorded more effectively through material passports, making reuse and high-quality recycling easier. Through this collaboration, we contribute to the knowledge and practical skills needed for a circular economy.

For the A&M Group, the Circular Campus is therefore both an innovation platform and a way to invest – together with educational and social partners – in the next generation of circular professionals.



METALS AGREEMENT

As a responsible company, we strive to apply social and environmental due diligence in line with the OECD Guidelines for Multinational Enterprises and the UN Guiding Principles on Business and Human Rights.

After the International CSR Agreement for the Metals Sector came to an end, we joined the steering group working on a successor initiative, which is expected to start in 2026. The agreement was a multi-stakeholder initiative aimed at implementing individual and collective due diligence and jointly developing long-term solutions to social and environmental risks in global metal supply chains.

This reflects our commitment to responsible and sustainable business operations. We actively work to minimise adverse impacts on people, human rights and the environment, as well as risks related to corruption.



SROI AND SUSTAINABLE EMPLOYABILITY

Through Social Return on Investment (SROI), A&M Recycling gives concrete substance to its social responsibility. As part of the A&M Group, we offer people facing barriers to the labour market opportunities to develop through work-based learning programmes. This enables them to gain valuable practical experience and build a sustainable career step by step.

By structurally integrating SROI into our business operations, we connect social impact with circular progress. This approach not only strengthens our organisation, but also contributes to a more inclusive society.

In this way, we demonstrate that circular business and social engagement go hand in hand.



SEMINARS

The In2Waste Academy acts as a knowledge platform for the circular economy and recycling. It organises seminars that bring together experts, companies and policymakers to discuss current developments in sustainable waste processing and innovative recycling methods.

This is how we contribute to awareness, knowledge development and practical application within the sector.

The seminars take place at our own location at Dintelweg 71 in Europoort and combine in-depth knowledge with practical experience. Each seminar starts with a joint welcome and lunch, giving participants the opportunity to meet and exchange ideas.



The programme is led by an experienced chair and alternates between theory, practical examples and discussion. Each seminar also includes a contribution from an expert, who provides further depth on the central theme. These contributions offer context, encourage reflection and connect the theme to broader social and economic developments. A standard part of the programme is a tour of the A&M Recycling yard. During this tour, participants gain insight into how waste streams are processed and converted into reusable materials.

This makes circular practice tangible and creates a direct link between knowledge-sharing and day-to-day implementation. Through these seminars, the In2Waste Academy encourages collaboration, transparency and continuous improvement across the circular value chain, while actively contributing to a more sustainable future.

EDUCATION AND KNOWLEDGE-SHARING: SCHOOL VISITS TO THE A&M INNOVATION SITE

Knowledge-sharing is an important part of our corporate social responsibility. Based on this belief, we regularly welcome schools and educational institutions to our innovation site at Dintelweg.

By introducing students to recycling and circular business in practice, we contribute to awareness and understanding of the raw materials transition.

During these educational visits, the programme starts with a short presentation on A&M's sustainability ambitions and our role within the circular economy. Participants are then given a tour of the yard, where they see up close how raw materials are collected, sorted and processed.

The visit concludes with a practical component in which students are actively involved and experience how recycling processes work in day-to-day practice. By combining theory with practice, we show how circular principles are applied in real life. These visits give students a realistic view of the sector and inspire them to consider their own role in a sustainable and circular future.

Afterwards, we ask participating schools to provide brief feedback on their experience. We use this feedback to further improve our educational programmes. With the schools' permission, we include experiences and quotes in our Sustainability & Impact Report to make the impact of these partnerships visible.



"The day was regarded as extremely positive. The programme – or rather the 'Becoming aware of recycling' project and everything it involves – was presented to the students in a clear and accessible way. In the sixteen years I have worked as an EIC guide, this was one of the most enjoyable excursions I have had the opportunity to supervise." **Karin van der Leer, Portlantis Rotterdam**

"The visit provided a clear and informative overview of the scale and practical reality of recycling activities. The presentation and subsequent discussions contributed to a better understanding of current practices and challenges within the sector. The exchange of real-world experiences was particularly valuable, as it offered insights that are not always accessible within an academic research context." **Aaron Paris, University of Leiden**



JEUGDVAKANTIE- LAND

SOCIAL IMPACT FOR CHILDREN IN ROTTERDAM

Jeugdvakantieland has been a well-known initiative in Rotterdam for almost 70 years. It gives children the opportunity to participate, discover new things and enjoy themselves during the summer holidays – especially children from families for whom such experiences are not always a given. “Jeugdvakantieland exists so that every child can enjoy the summer holidays and spend the day doing something fun,” explains organiser Natasja. “It is more than just a fun day out. It is about being together, making memories and feeling that you belong.”

Jeugdvakantieland also has personal significance for Natasja. “I used to come here myself as a little girl.” Later, when she worked at Fa. Lodder, the future of Jeugdvakantieland became uncertain. “There was a moment when it looked as though Jeugdvakantieland might come to an end. Someone stepped in to save it, and eventually we were asked to take it on again.”

Jeugdvakantieland is now in its eleventh year under the responsibility of Stichting Jeugdvakantieland, which has organised the initiative in recent years.

GENERATION AFTER GENERATION

An important principle of Jeugdvakantieland is learning outside the classroom. Through sport, games, physical activity and education, children discover new skills and interests in an accessible way.

“Its strength lies in doing things yourself,” says Natasja. “Children learn things here that you cannot always learn from a book. They discover what they are good at, gain the confidence to ask questions and learn to work together.”

This approach has an impact not only on the children, but also on their parents. “You reach entire families here. What children experience here stays with them. Sometimes you even see the impact from one generation to the next.”

COOPERATION WITH SOCIAL AND CIRCULAR PARTNERS

Cooperation with social organisations and companies is essential to Jeugdvakantieland. “We look for partners who genuinely want to make a difference,” says Natasja. “Partners who do not just want visibility, but want to contribute to sport, movement, education and awareness.”

Thanks to partnerships with organisations such as RotterdamPas, funds, suppliers and sponsors, participation remains as accessible as possible. The objective is clear: every child should be able to take part. A&M Recycling has been continuously involved with Jeugdvakantieland since 2016. At the circular dismantling area, children are introduced to recycling in a safe and playful way. “You can see how much the children enjoy it,” says Natasja. “Wearing safety goggles and gloves, they start dismantling objects. Then they begin to understand: objects consist of individual parts, and waste is not the end, but the beginning of something new.”

A&M Recycling’s long-standing involvement is greatly appreciated. “This has become a permanent part of Jeugdvakantieland. It shows that social engagement requires continuity.”

BUILDING A CIRCULAR ACTIVITY AREA TOGETHER

There is a clear ambition for the future: to create a fully circular dismantling area together with several companies.

“Companies that, like A&M, have a circular mindset and want to show children how we can work together towards a more sustainable world.”

Jeugdvakantieland invites companies that want to make a social impact and believe in raising awareness among the youngest generation.

“The future is here,” says Natasja. “When children experience the importance of sustainability now, they will carry that with them into the future.” Jeugdvakantieland shows how social initiatives, companies and local partners can work together to create equal opportunities for children in Rotterdam. By connecting education, play and circularity, it creates an impact that extends far beyond the summer holidays.



MINIWORLD ROTTERDAM

This unique project brings together history, innovation and sustainability, introducing visitors to the dynamics of Rotterdam in an interactive way. Our support for Miniworld Rotterdam aligns with our vision of education and awareness. Through this initiative, we help inspire people of all ages to learn more about the circular economy and the value of reuse.



STICHTING ABLE COMPAGNIE

At the A&M Group, we believe in social engagement and the importance of historical awareness. For this reason, we support Stichting Able Compagnie, an organisation dedicated to keeping the history of the Second World War alive through educational events, commemorations and school visits.

During these activities, stories from this period are shared with a broad audience. By introducing young people and visitors to history in an accessible way, the foundation contributes to awareness and reflection on freedom, responsibility and solidarity.

For A&M, this support forms part of our broader view of corporate social responsibility. CSR is not only about sustainability and circularity, but also about preserving history and passing important lessons on to future generations.



SPONSORING LOCAL SPORTS CLUBS

At the A&M Group, we believe in the power of sport to connect people and strengthen communities. We therefore support various local sports clubs through sponsorship and practical contributions, helping them to continue organising activities and remain accessible to the wider community.

Sports clubs play an important role in the social life of a neighbourhood or village. They provide a place where people can meet, work together and develop. Through our involvement, we contribute to a healthy and active society, while promoting values such as cooperation, perseverance and team spirit – principles that also play an important role within our own organisation.

In this way, we invest not only in sport, but also in strong and engaged communities.



- 2016** Start of annual support for Jeugdvakantieland
- 2017** Shareholder in DWZ, a sheltered employment organisation in Goes
- 2021** Participant in and chair of the Metals Agreement
- 2022** Founding partner of TeamNXT, supporting a circular and socially inclusive region
- 2023** Participation in the Circular Campus pilot year
- 2024** Launch of the Circular Campus programme
- 2025** School visits to the In2Waste Academy



SUSTAINABILITY AND IMPACT GOALS 2026

SUSTAINABILITY AND IMPACT GOALS 2026



SUSTAINABLE BUSINESS OPERATIONS

DIGITALISATION AND DATA MANAGEMENT

In 2026, we will take concrete steps to further structure our data management, supported by the implementation of a new ERP system.

Our focus will be on:

- Standardising data recording for each project, including energy use, material flows and emissions
- Improving data accessibility for internal and external reporting
- Reducing manual data collection through further digitalisation

GOVERNANCE AND SUSTAINABILITY POLICY

We will also continue to professionalise A&M by further developing our policies and certifications, as the basis for how we manage and control the organisation.

Our focus will be on:

- Recording roles and responsibilities in a Governance Playbook
- Integrating risk, compliance and assurance processes into this playbook
- Further structuring and documenting processes relating to data and sustainability
- Expanding our certifications with at least one additional ISO certification and a Silver EcoVadis rating



SAFE WORKING ENVIRONMENT

SAFETY AND PREVENTION

Safe working remains a core priority within the A&M Group. In 2026, we will focus on further strengthening prevention and awareness.

Our focus will be on:

- Reducing the number of lost-time accidents to zero
- Holding monthly toolbox meetings
- Carrying out scheduled workplace inspections and following up on resulting actions
- Continuing to monitor the use and availability of personal protective equipment (PPE)

CYBERSECURITY

In addition to physical safety, we will continue to strengthen our digital security through awareness and training. This contributes to a safe and reliable working environment for our employees, clients and partners.

New legislation on cybersecurity and the resilience of critical entities is expected to enter into force in 2026. We are actively monitoring these developments and preparing our organisation accordingly, so that we can comply with any new requirements in a timely manner.

Our focus will be on:

- Continuing cybersecurity training for all employees
- Improving and updating internal guidelines for secure digital working, with particular attention to the digitalisation of our business processes



IMPACT AND AMBITIONS

ENERGY AND ELECTRIFICATION

In 2026, we will invest in making our sites more sustainable by expanding solar energy, energy storage and energy-efficient installations.

Our focus will be on:

- Installing solar panels at Humberweg and Dintelweg
- Purchasing and deploying battery systems across our sites
- Installing and commissioning a new sorting line, including a refurbished shredder

SUSTAINABLE TRANSPORT AND LOGISTICS

In addition to our sites, we will focus on making transport and mobility within our organisation and value chain more sustainable.

Our focus will be on:

- Installing charging points at Humberweg
- Monitoring and improving driver behaviour
- Promoting the use of HVO fuel more actively in framework agreements



SOCIAL ENGAGEMENT

SOCIAL RETURN ON INVESTMENT (SROI)

In 2026, we will take concrete steps to expand our SROI activities.

Our focus will be on:

- Expanding our existing cooperation with municipalities to create opportunities for people facing barriers to the labour market
- Expanding our existing cooperation with external sheltered employment organisations'.

SUSTAINABLE COLLABORATION AND DEVELOPMENT

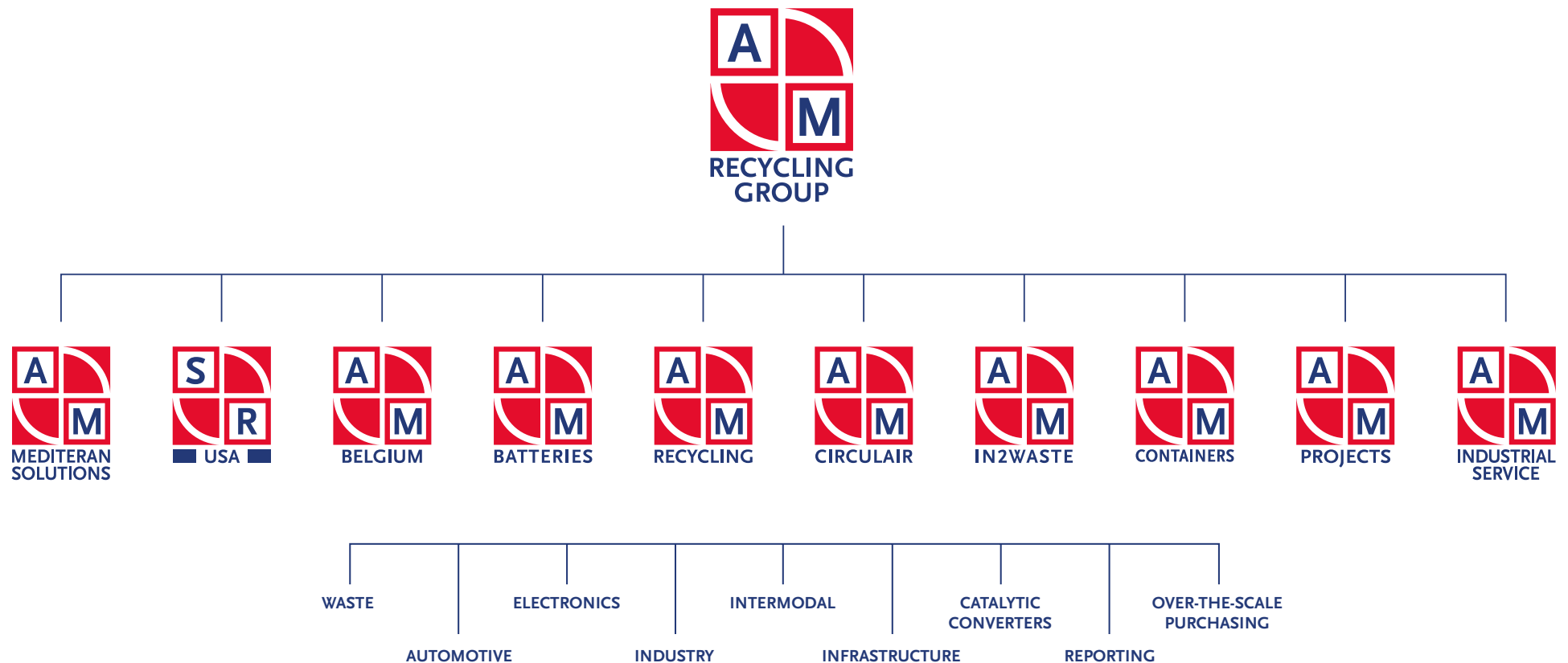
The A&M Group will continue to actively promote collaboration and knowledge-sharing within the sector.

Our focus will be on:

- Organising at least two seminars and actively contributing to knowledge-sharing within the sector
- Sharing our practical experience through several multidisciplinary research initiatives
- Strengthening collaboration towards a more circular value chain

LOOKING AHEAD TO 2026

A FIRST LOOK AT THE A&M RECYCLING GROUP



COLOPHON

This sustainability and impact report relates to the results and activities in 2025.

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